Safety

Oversee and operate the safest aerospace system in the world, all with a culture of continuous improvement

Enable Emerging Entrants

Develop a comprehensive strategy to enable the safe, timely integration of emerging entrants into the NAS to keep pace with advancing technologies and developments, while maintaining a safe and secure aerospace system that serves as a world model.

Initiative: Identify New Opportunities to Address Emerging Threats

Identify new opportunities and activities to address emerging threats to aviation security.

Activity: Promote UAS compliance through enforcement

Develop new strategies, processes, and resources to address the rapidly growing UAS enforcement investigation and law enforcement assistance workloads.

Target: Expand UAS Reporting

Continue development of reporting tools, in coordination with security partners and other LOB and SOs, utilizing available UAS detection or identification technologies to support regulatory compliance, identification of violations, and to enable educational outreach and/or investigations associated with potential enforcement cases. Continue development of a refined functional mechanism for the public and Federal, State, Local, Territory and Tribal (F/S/L/T/T) elements to report UAS operations suspected of violating applicable Federal laws and regulations.

Target: Enhance UAS Enforcement Data

Develop a UAS enforcement reporting dashboard tool utilizing available FSDO referral decisions. Information provided through database used to inform/address Congressional and Federal security

Activity: Strengthen the Safe Integration of Dangerous Goods into UAS Operations.

Advance the integration for the safe carriage of dangerous goods in UAS operations and aircraft design through research and certification.

Target: Evaluate the safety performance of existing dangerous goods packaging in a UAS environment.

Identify the research necessary to evaluate the safety performance of existing dangerous goods packaging in a UAS environment. Develop a research plan that covers UAS operational conditions specific to the carriage of dangerous goods and the corresponding hazards, safety performance of existing packaging, and appropriate risk mitigations.

Target: Certification basis for the integration of dangerous goods in unmanned aircraft.

Develop recommendations for a certification basis that provides criteria for the integration of dangerous goods into the design of unmanned aircraft.

Activity: UAS Digital Investigations

The ability to provide the preservation, collection, processing, review, and report of digital information acquired from UASs. To become the primary option for customers seeking reliable, timely, and thorough service in-pursuit of maintaining a safe National Airspace System (NAS). Provide comprehensive UAS digital investigation data supporting FAA regulatory investigations by enhancing regulatory investigations with detail not readily available during the course of traditional investigatory methods. By providing UAS digital investigative support, in the form of technical assistance, to criminal justice agencies pursuing criminal action, to strengthen the fabric protecting the NAS and reinforcing the FAA commitment to support those who prioritize the safety of the flying public. AXI will develop a UAS Digital Investigations program that services regulatory (primary customer) and criminal investigations (secondary customer).

Target: UAS Digital Investigations

Develop and implement a plan for a sustainable UAS digital investigations program, becoming the primary option for customers seeking reliable, timely, and thorough UAS digital investigation services.

Initiative: Design an Approach for Identifying Emerging Threats

Design a specific approach for identifying emerging threats to the NAS in advance of their widespread prevalence, assessing their potential impact, and coordinating responses as they arise.

Activity: Advance National UAS security and support optimization of the agency's regulatory framework to preserve the safety, efficiency, and public access to the NAS.

Provide leadership on UAS security issues and support optimization of the Agency's regulatory framework to further safety and security while enabling efficiency and effectiveness and supporting new capabilities in the NAS and for operations overseas.

Target: Support the safe and secure integration of Unmanned Aircraft Systems (UAS) into the National Airspace System

Establish the Agency's vision and provide guidance on UAS security matters to promote the safe and secure integration of UAS into the aviation ecosystem. Function as the primary internal and external UAS security interface with stakeholders.

Target: Create Internal UAS Security Guidance

Draft UAS security internal FAA Order or other documentation to identify and clarify Agency UAS security roles and responsibilities associated with UAS integration into the NAS.

Activity: UAS Security Research

Create UAS security research agenda through the identification of existing and potential security gaps, technology innovations, as well as operational and system needs to support the safe and secure advancement of UAS, AAM and UAM integration into the US Transportation System network.   Support testing and evaluation of UAS detection and mitigation technologies through a robust and forward-looking UAS security research plan to make data based decisions for UAS Security.

Target: Establish UAS Security Research Program

Develop initial, internal UAS gap analysis document to identify security concerns, potential impacts of technical innovations, and operational/mission needs to assist in development of a robust research program to advance UAS, AAM and UAM security needs.

Target: Testing and Evaluation

Assess existing Counter-UAS (C-UAS) detection and mitigation technologies, analyze mission performance, and coordinate with and through other LOBs/SOs, airport sponsors, federal security partners, and industry to mitigate potential threats to and from UAS utilizing various testing and research activities.   Begin testing of at least three (3) C-UAS detection or mitigation modalities at Atlantic City International (ACY) and at one other 383 program airport.

Target: Collaborative Research Effort

Develop collaborative research and policy initiatives with national and international security organizations and UAS stakeholders to address global UAS, AAM and UAM UTM security concerns and procedures – Phase 1.

Activity: Promote unmanned aircraft systems (UAS) compliance through safety oversight and enforcement.

Establish a pilot program utilizing available UAS detection or identification technologies for safety oversight to support regulatory compliance through identification of violations to enable educational outreach and/or investigations for potential enforcement cases. This will develop a refined functional mechanism for the public as well as Federal, State, Local, Territory and Tribal (F/S/L/T/T) elements to report suspected operations of UAS violating applicable Federal laws and regulations.

Target: Advance national UAS security by anticipating and addressing stakeholder concerns and requirements.

Work with stakeholders to identify UAS security concerns and requirements. Provide input and guidance on proposed UAS and AAM rulemaking, guidance, policies, and plans to support the safe and secure integration of UAS into the NAS and the security of people and property on the ground.

Target: Support rulemaking and FSLTT coordination.

Coordinate with federal security partners, SLTT law enforcement, and other LOB and SOs on airspace and surface-related UAS security efforts and requests, and continue to support Section 2209 and Remote Identification rulemaking and implementation efforts.

Target: Support UAS public safety operations

Identify, promote, and propose regulatory and policy initiatives across the USG to mitigate and prevent UAS-related hazards during public safety operations. Advocate for changes to regulatory restrictions and provide operating guidance to public safety entities to allow the safe and secure use of UAS, and conduct regular outreach and education in coordination with LEAP and AUS.

Target: Support the development of UAS security-related outreach efforts including responses to Congress.

Support the development of UAS security-related responses to address various Congressional requests, including Reports to Congress, legislative Technical Assists (TAs), and Congressional Hearings. As requested, provide outreach and education to executive and legislative government personnel as well as other federal and state governmental stakeholders.

Activity: Evaluate and evolve existing regulations related to dangerous goods in a UAS environment.

Continue to build the infrastructure to ensure that safety systems are in place for the carriage of dangerous goods by UAS. Expand FAA's capacity to conduct safety oversight, analyze data, identify emerging risks, and refine safety systems and automation to better identify dangerous goods hazards for mitigation.

Target: Advance the Safe Integration of UAS through Regulatory Reform.

Recommend regulatory changes to support the safe integration and oversight of UAS package delivery operations, including the air transport of dangerous goods cargo by UAS. Recommendations will also address the transportation of unmanned aircraft as cargo onboard manned and unmanned aircraft when dangerous goods are incorporated into the design of the unmanned aircraft (e.g., lithium battery power source, parachute systems).

Target: Establish a UAS program within AXH to focus program resources on safety promotion, safety design, and safety oversight of UAS operations.

In anticipation of growing market for UAS cargo operations, and advanced air mobility vehicles, AXH needs to be prepared to seamlessly integrate these new operations where dangerous goods are included. AXH will identify automation needs and a process for conducting surveillance that promotes compliance with regulations governing the safe transportation of dangerous goods and proactive hazard identification.

Activity: Expand safety data collection to include dangerous goods incident data, such as those related to lithium batteries.

Lithium battery incident reporting is limited, yet, it is understood among airline and air cargo operators, that these incidents pose an emerging threat to aviation safety. Some part 121 carriers have voluntary started to report lithium battery incidents in order to conduct trend analysis. This critical data is an essential piece to understanding the overall risks to aviation safety.

Target: Incorporate lithium battery incident data from part 121 operators into FAA safety collection tools/Enterprise Information Management systems.

Work with FAA AVS Office of Accident Investigation and Prevention to develop plan for lithium battery incident data inclusion into FAA's safety data analysis for monitoring and identifying safety trends.

Activity: The AXH workforce is establishing greater influence with stakeholders, incorporating system-level thinking, and accounting for new entrants

Success ensures AXH can maintain working across multiple disciplines to reduce safety risks to aircraft cargo through research, data, communication, and safety promotion.

Target: Growing the AXH workforce to meet industry technological advancements.

As resources allow, create additional positions for UAS and safety risk analysts to shift/allocate resources within AXH-100 and -300. Expand PHI oversight into Part 129, 135, and 145 CHs and reduce the CH-to-PHI ratio.

Target: Work with inspectors to invest in shared knowledge.

Conduct quarterly PHI Meetings; quarterly Newsletter; SAS resource guide; OJT check-ins; Overhaul/modernize AXH Training Program.

Optimize Information to Reduce Risk

Transform the agency's approach to assessing and managing system safety performance through enhanced access to data and analytics, inform risk-based decision making, improve existing safety metrics, and increase system safety awareness.

Initiative: Adopt Leading Practices in Risk Management

Adopt leading practices in risk management from FAA, government, and industry to improve risk identification, assessment, and mitigation practices across ASH Program Offices.

Activity: FAA Operations Center

Serve as the hub of the FAA's national network of operations centers to monitor, provide notification, coordinate on, and support timely decision-making for operational requirements and incident response. This consists of orchestrating Agency systems and processes for synchronization and consistency in distributing information and facilitating command and control internal and external decision-making. Intra-agency: Collaboration performed through regular liaison with LOBs, SOs, and ROCs, and ensuring integration with formal communication and notification networks. Inter-agency: Collaboration with federal, state and local agency partners ensuring integration with formal and informal networks and associations.

Target: WOC reporting and quality control.

Deliver relevant aviation safety and security information on a timely basis to inform executive-level and LOB/SO decision-making to support NAS operational requirements and incident response. Implement iterative quality control process to ensure WOC products satisfy Agency information and incident response needs. Monitor, measure, and eliminate product defects to ensure that products and services adhere to a defined set of quality standards. Conduct biweekly reviews of the notifications for the Emergency Notification System (ENS) and the Administrator's Daily Alert Bulletin (ADAB), reviewing for 95% accuracy and error-free messaging, and published in accordance with the AXE-100 Quality Control Program (QCP).

Target: Continuity of Operations preparedness

Maintain and exercise Continuity of Operations (COOP) capabilities and processes to ensure readiness in responding to emergency situations for Agency resilience. Ensure WOC personnel are trained on COOP capabilities and processes and conduct periodic tests, drills, tabletops, limited or full-scale field exercises (24 annually) in accordance with the Homeland Security Exercise & Evaluation Program and the National Incident Management System.

Target: Washington Operation Center (WOC)

Maintain policies, processes, and protocols to ensure efficient and effective delivery of mission critical functions to satisfy Agency safety and security requirements. Conduct periodic review and update of WOC internal controls, requirements, and standard operating procedures for mission critical functions, in accordance with AXE-100 Internal Process Improvements, Requirements & Standards (IPIRS) Program Performance Plan.

Activity: Incident preparedness

Manage the FAA's preparedness program through coordinated training and exercises to ensure the Agency's readiness to respond to any incident. Synchronize Headquarters and Region training and exercise plans and develop and execute training to prepare Emergency Planners (EPs), DOT Transportation Operations Center (TOC) Cadre, and other designated incident response personnel to support the FAA's role in the National Response Framework (NRF).

Target: Emergency Incident Coordinator (EIC).

Serve as Emergency Incident Coordinator (EIC) for the FAA to coordinate cross-Agency incident response activities. This includes producing Spot and Situation Reporting as needed, in accordance with FAA Order 1900.1, as amended. The EIC monitors significant events such as the Super Bowl, State of the Union Addresses, and Presidential Inaugurations. In addition, the EIC responds to incidents such as Hurricanes, Public Health Emergencies (PHE) and accidents that impact the NAS by providing support to FAA leadership, Lines of Business (LOBs), Staff Offices (SOs), intra-agency partners, and industry stakeholders. The EIC conducts Crisis Response Working Groups (CRWGs), Operations Coordination Calls, and prepares products in support of Crisis Response Steering Groups (CRSGs). AXE-500 also provides an Emergency Coordinator to liaise with Department of Transportation (DOT) Transportation Operations Center (TOC) and FEMA Emergency Support Function for Transportation (ESF-1) representative.

Target: Emergency Operations Plan

Update FAA incident management, , to include the Crisis Management Handbook, to reflect current structures, processes, and federal policy guidance to better position the Agency for emergency response and eventual application for Emergency Management Accreditation Program review. Ensure all updated documents, to potentially include FAA Orders, policies, and plans, are developed in coordination with FAA LOB/SOs.

Target: Headquarters/Regional incident response exercises

Plan and conduct Headquarters/Regional incident response exercises on periodic basis to ensure staff familiarization, readiness, and competence in responding to emergency scenarios. Plan the FAA's participation in exercises under the National Exercise Program, such as the National Level Exercise, Ardent Sentry, and/or the Eagle Horizon Federal Executive Branch Continuity Series, and produce after-action reports as needed. Conduct an annual COOP crisis communications exercise to ensure cadre familiarity and accessibility with critical communications and data systems to include GETS/WPS, ENS, and EON.

Activity: Continuity of Operations

Lead Agency planning and preparedness efforts to ensure the FAA continues operation of essential functions under all-hazard emergencies. Ensure viable continuity of operations facilities and procedures, to include communications and logistics, are continually operational and available through readiness exercises and continuity cadre management.

Target: Business Process Analysis and Business Impact Analysis Update

Lead a whole-of-agency planning effort to implement the newly established Federal Mission Resilience Strategy and incorporate into the agency's regularly scheduled Business Process Analysis and Business Impact Analysis process to validate the agency's mission essential functions.

Target: RCOM Testing

Conduct periodic secure continuity communications tests to ensure system readiness and functionality.

Activity: Regulatory Investigations

Conduct regulatory investigations on airmen with alcohol or drug related motor vehicle actions and provide outreach to the aviation community to promote compliance with regulations and to enhance safety.

Target: Regulatory Investigations Compliance - DUI/DWI

Promote compliance with applicable policies identifying delays or quality control issues with DUI/DWI investigation work products to increase consistency of deliverables for internal stakeholders to make sound decisions.

Target: Regulatory Investigations Compliance

Promote compliance with applicable policies identifying delays or quality control issues with regulatory investigation work products to increase consistency of deliverables for internal stakeholders to make sound decisions.

Target: Ramp inspections and tail number checks.

Safeguard the integrity of the FAA Registry through aircraft inspections and document checks.

Target: Stakeholder Engagement

Enhance safety of the NAS through internal and external stakeholder engagement to promote compliance and provide pertinent resources to the aviation community

Activity: Facility and Information Security

The ASH Office of Infrastructure Protection supervises nation-wide security program areas and provides program policy guidance, oversight and evaluations, and establishes activity targets. The Office conducts assessments at FAA facilities to determine status of the Facility Security Management Program and compliance with FAA Order 1600.69 and Interagency Security Committee (ISC) standards. Additionally, the Office conducts sensitive information reviews and classified information inspections at FAA facilities to determine their compliance with FAA Orders 1600.2, 1600.75 and other NARA directives. AXF will conduct facility security assessments, classified information safeguarding inspections. COMSEC inspections, incident review, and formal outreach at FAA staffed facilities and conduct controlled unclassified information and contract sensitivity reviews.

Target: Facility Security Assessments

Conduct facility security assessments at FAA facilities as required by the AXF work plan. Conduct assessments at facilities as required by FAA Order 1600.69 and the associated risk assessment tool as scheduled in the Facility Security Reporting System. This activity will be measured against the completion of all assessments by the due date unless otherwise deferred or waived due to factors outside of AXF control and approved by the respective division manager.

Target: Classified Information Inspections

Conduct classified information inspections at FAA facilities/elements as required by the AXF work plan. Conduct inspections at facilities as required by FAA Order 1600.2 and the associated risk assessment tool as scheduled in the Facility Security Reporting System. This activity target will be measured against the completion of all classified information inspections by the due date unless otherwise deferred or waived due to factors outside of AXF control and approved by the respective division manager.

Target: Communication Security (COMSEC) Program Inspections

Conduct Communication Security (COMSEC) program inspections at FAA facilities/elements as required by the AXF work plan. Conduct inspections at facilities as required by FAA Order 1600.8 and the associated risk assessment tool as scheduled in the Facility Security Reporting System. This activity target will be measured against the completion of all COMSEC inspections by the due date unless otherwise deferred or waived due to factors outside of AXF control and approved by the respective division manager.

Target: Security Incidents

Review submitted security incidents and take appropriate follow-on action within five (5) calendar days of incident notification to ASH, 90% of the time.

Target: Outreach Activities

Conduct formal outreach activities at 95% of staffed FAA facilities not scheduled for a facility assessment or remote security evaluation in the current fiscal year unless otherwise deferred or waived due to factors outside of AXF control and approved by the responsible AXF Branch or Division Manager. Document issues and recommendations discussed during the formal outreach activity in the Facility Security Reporting System.

Target: Requests for Controlled Unclassified Information Sensitivity and/or Contract Review

Respond to requests for controlled unclassified information sensitivity and/or contract review including those associated with FOIA requests within 14 calendar days of the request unless otherwise deferred or waived due to factors outside of AXF control and approved by the responsible AXF Division Manager.

Target: Active Shooter Preparedness

Complete development of an information video that improves the agency's preparedness in reacting to an Active Shooter event.

Target: Security Systems Deployment

Develop methods and collaborate with stakeholders to improve identification and installation of technical solutions to facility security needs.

Activity: Advance the AXH Safety Management System (SMS)

SMS is the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of safety risk controls. It includes systematic procedures, practices, and policies for the management of safety risk. The SMS consists of four main components: Safety Policy, Safety Risk Management (SRM), Safety Assurance, and Safety Promotion. The components work together to enable AXH to manage the safety risk in the transport of hazardous materials by air.

Target: Strengthen the safety culture of the aviation cargo supply chain by broadening understanding of SMS.

Finalize the voluntary SMS (vSMS) Advisory Circular (AC) for publication.

Target: Expand SMS Partnerships

Contingent on OMB approval and following publication of the vSMS AC, engage with large e-commerce shippers and non-certificated other regulated entities (OREs) to lay the foundation for expanding vSMS partnerships during FYs 22-23.

Target: Assess AXH SMS Implementation

Lead the AXH SMS Advisory Board (AB) and AXH SMS Collaboration Group (CG) through an audit to assess the maturity level of SMS implementation throughout AXH, per the requirements outlined in FAA Order 8000.98, Security and Hazardous Materials Safety (ASH) Safety Management System. Deliver audit report to the SMS Accountable Executive, AXH-1.

Activity: Strengthen AXH Safety Policy

Safety Policy is the organization's documented commitment to safety, which defines its safety objectives and the accountabilities and responsibilities of its employees with regard to safety. Specifically, Safety Policy includes the requirements, standards, guidance, methods, and processes used to establish, execute, and improve the SMS and promote a positive safety culture.

Target: Ensure AXH Safety Policy Advancement

Develop and/or update AXH safety policies implementing AXH SMS based on the ASH Order 8000.9.

Activity: Adherence to Safety Policy

Safety Policy is the organization's documented commitment to safety, which defines its safety objectives and the accountabilities and responsibilities of its employees with regard to safety. Specifically, Safety Policy includes the requirements, standards, guidance, methods, and processes used to establish, execute, and improve the SMS and promote a positive safety culture.

Target: Dangerous Goods Safety Regulations

Support rulemaking and other initiatives related to transport of dangerous goods by air, in partnership with PHMSA, other FAA lines of business, and other government agencies as required and within established timelines.

Target: Guide Workforce on Special Permits and Competent Authority Approval Process

Adhere to established DOT, FAA and AXH regulations, processes, procedures, timelines and policies for Special Permit (SP) and Competent Authority Approval (CAA) reviews and fitness determinations.

Activity: Safety Assurance

Safety Assurance includes processes within the SMS that function systematically to ensure the acceptable safety performance and the effectiveness of safety risk controls. Safety performance is monitored and measured through the collection, analysis, and assessment of data and information identification of adverse safety trends using operational data collection and analysis and through the auditing of SMS performance, compliance, and processes.

Target: Use SAS to Measure the Accumulation of Hazardous Materials Risk

Rely on the AXH Certificate Holder Assessment Tool (CHAT) and Risk Profile Assessment Tool (AXH RPAT) in SAS to provide visibility into safety risks. Leverage outputs from the CHAT and AXH RPAT to identify the accumulation of safety risk and priority resourcing.

Activity: Safety Risk Management (SRM)

SRM is a process within the SMS used to identify hazards, analyze and assess the associated risks, implement safety risk mitigations, and control risk.

Target: Document AXH Approach to SRM

Establish controls that govern how AXH will identify hazards and manage safety risks, which include the requirements, specific operating procedures and alignment with SRM and Safety Assurance functions. AXH Divisions Managers must provide a report to AXH-1 documenting the application of SRM and process for tracking hazards, their associated risk, and related safety risk mitigations within their divisions. The report must account for the SRM requirements in the current version of FAA Order 8040.4.

Activity: Safety Promotion for Airline Passenger and Cargo Safety.

Continue providing information that educates stakeholders on the risks of dangerous goods in aircraft baggage and cargo through development of multimedia materials, such as social media content web content, videos, electronic messaging, apps, interactive media, and presentations for outreach events. Include seasonal safety messaging and risk-based messaging when hazards are identified.

Target: Develop annual stakeholder engagement plan for multi-media and increased coverage of dangerous goods topics with FAA Office of Communications (AOC).

Publish draft FY22 stakeholder engagement plan outlining goals for multi-media materials and events. Increase by at least 5-percent over FY21 the number of stories on dangerous goods safety in FAA Broadcasts, Medium, podcasts, or other AOC sponsored outlets.

Activity: Advance Aviation Safety by Connecting Air Cargo Risks to Aircraft Operations

Cargo safety is a multi-disciplinary approach to safety that harnesses the knowledge of the FAA, airframe manufacturers, and aircraft operators to identify air cargo hazards and implement comprehensive strategies to mitigate risks. Cargo safety recognizes that air cargo risks are a result of many factors, to include a lack of shared knowledge on aircraft capabilities and the safety culture of the air cargo supply chain. The FAA is advancing cargo safety by bridging the knowledge and culture gaps through safety management partnerships, data sharing, research and global leadership to proactively identify and mitigate hazards.

Target: Establish multi-disciplinary collaborative research to connect global air cargo safety initiatives through risk-hazard data collection, identification, and safety enhancements.

Develop a comprehensive list of projects in an FAA Fire Safety Research Plan that enables the FAA to provide useful data and information to aircraft operators and airframe manufacturers on cargo fire risks that can compromise the effectiveness of aircraft systems.
Explore dedicated R&D funding for the Fire Safety Branch to strengthen FAA fire research planning and execution and provide engineering and logistical support that will influence and enhance cargo safety globally; provide a recommendations briefing to the FAA Cargo Safety Executive Oversight Committee.

Activity: Investigations

The Office of Investigations (AXI) receives, evaluates allegations, plans, conducts, documents, and distributes investigations of FAA employees and contractors, suspected of violating various FAA orders, policies, and procedures. ASH will investigate all allegations of misconduct by FAA employees, contractors, and non-employees suspected of violating various FAA orders, regulations and policy.

Target: Conduct Investigations

Evaluate and respond to investigation requests from all sources based upon established guidelines, ensuring the safety of the National Air Space and flying public is not effected by employee misconduct, or other matters that distract lines of Business from accomplishing their safety missions. Distribute completed investigations to supported lines of business and staff offices on an average of 45 working days, enhancing stakeholder effectiveness in mitigating risks to aviation and workplace safety. Complete quarterly reports containing case data to expand data quality.

Activity: Office of Professional Responsibility

The Office of Investigations (AXI) is transitioning to an Office of Investigations and Professional Responsibility. This re-designation of AXI will enhance the agency's accountability through a multi-disciplinary approach of strategic partnerships, case reviews and investigations. AXI will begin a restructure to clearly define and align roles and responsibilities to more efficiently manage FAA's case intake process, conduct independent reviews of agency programs and operations, and impartially investigate allegations of serious employee and contractor misconduct, as well as internal and external threats against FAA personnel and facilities.

Target: Reorganization Package

Create a reorganization package.

Target: Complete and Communicate Organizational Structure

Complete design of, and communicate a new organizational structure to stakeholders.

Activity: Insider Threat Detection and Mitigation

The Office of Investigations (AXI) Insider Threat Detection and Mitigation Branch detects and mitigates actions by employees and contractors who may, wittingly or unwittingly represent an insider threat to FAA information, resources, and/or national security. Executive Order 13587 directed all federal departments and agencies that operate or access classified computer networks, to implement an insider threat detection and prevention program consistent with the guidance and standards developed by the National Insider Threat Task Force (NITTF). DOT Order 1642.1 directed the FAA to develop, implement, manage, and operate an FAA Insider Threat Program. AXI will provide Insider Threat Detection and Mitigation support to FAA within the guidelines and standards set by NITTF and DOT and ensure that the safety of the National Air Space is not affected by matters that distract Lines of Business from accomplishing their missions. Identify and collaborate with stakeholders to enhance program development and maturity to assess insider risks and threats.

Target: Insider Threat Detection and Mitigation

Provide Insider Threat Detection and Mitigation support to FAA through the conduct of assessments, inquiries, analysis, and monitoring. Respond to referrals, requests for information, conduct reviews, engage in liaison, partnerships, and outreach with internal and external stakeholders

Activity: Personnel Security Background Investigations

Personnel Security is responsible for initiating and adjudicating all employee and contractor background investigations. Personnel security specialists are responsible for processing all required initial and re-investigations for persons occupying national security and public trust positions, adjudicating the results of those investigations and for providing national security indoctrination briefings and debriefings to employees approved for security clearances and access to classified information. The office develops policy, procedures, and guidance used within the FAA's Personnel Security Program. The Office of Personnel Security (AXP) will initiate and adjudicate initial and recurring background investigations on FAA employees and contractors in accordance with Office of Personnel Management (OPM) and Office of Director National Intelligence (ODNI) published policy and guidelines.

Target: All Background Investigations - Initiation

Initiate the fastest 90% of all background investigations and reinvestigations within 14 calendar days, on average, of e-QIP certification date.

Target: Initiate National Security Background Investigations - Adjudication

Adjudicate, or refer, the fastest 90% of initial national security investigations within 20 calendar days, on average, of receipt date of final report of investigation inclusive of fingerprint results.

Target: Periodic National Security Background Investigations - Adjudication

Adjudicate, or refer, the fastest 90% of periodic national security investigations within 30 calendar days, on average, of receipt date of the Defense Counterintelligence and Security Agency (DCSA) final report of investigation inclusive of fingerprint results.

Target: Public Trust Background Investigations

Adjudicate, or refer for suitability review, the fastest 90% of all public trust investigations and reinvestigations within 60 calendar days, on average, of receipt date of DCSA's final report of investigation inclusive of fingerprint results.

Target: Moderate Risk Investigations Fingerprinting

Dependent on agency travel and facility access policies, pilot the fingerprinting for the Moderate Risk Investigations outside of a regional office or HQ.
• Update and maintain a listing of all non-union Mod-Risk employees. The listing will include if the employee has fingerprints on-file.
• Coordinate with a pilot site to perform the fingerprinting for needed employees at the specific site. The site chosen will be a TRACON, ARTCC or FSDO.
• Schedule with site to provide on-site the necessary fingerprinting.
• Provide on-site training to Trusted Agents on capturing wet fingerprints to allow the site to capture fingerprints.
• Provide comprehensive email to affected employees (and their management if employees don't use FAA e-mail).
• Update all Procedures/Guidance covering the above.

Target: Moderate Risk Re-Investigations

Working within budget and COVID logistics constraints, move toward compliance with the 2012 Federal Investigative Standards by initiating between 2500 and 3600 moderate risk reinvestigations for FAA employees past due for a background investigation.

Target: Moderate Risk Re-investigations Referrals to AHL

Establish policy with the Office of Human Resources, Office of Labor Relations (AHR/AHL) for when/what action to take when derogatory information is received for onboard public trust/non-sensitive—including how to report back to AXP the disposition or acknowledgment of the referral. Meet with AHL POCs to discuss expectations by Dec 31, 2021. Coordinate draft policy with AHL.

Initiative: Develop new or enhance existing requirements-driven products for stakeholders

Resource, develop or enhance requirements-driven products that are useful to critical security and safety stakeholders, promote leading practices, and build resiliency.

Activity: Communications Capabilities

Ensure FAA communications and information sharing capabilities are able to support and respond to natural disasters, other incidents, Continuity of Operations requirements.

Target: Emergency Operations Network (EON) Customer Response

Deliver customer-requested (i.e. from the WOC, Administrator, etc.) collaborative initiatives and innovations by agreed to delivery dates 90% of the time.

Target: Emergency Operations Network (EON) Information System Contingency Plan (ISCP) Testing

Conduct an annual exercise drill of the Information System Contingency Plan (ISCP), dated May 2021, which establishes comprehensive procedures to recover the Emergency Operations Network (EON), quickly and effectively following a service disruption. The drill will simulate an actual fail over from the Emergency Operations Center (EOC) to the Primary Alternate Facility (PAF), and upon completion, restore control back to the EOC.

Target: P1

Complete the site prep and equipment installation to establish the technical refresh microwave links from Site 7 and Site 1, Site 7 and Site 4, and improve overall network resiliency.

Target: SATCOM

Improve FAA's emergency voice communications reliability by completing the procurement, installation, and testing of 10 fixed-base satellites.

Target: VHF/FM

Replace VHF/FM systems that are End of Life (EOL) by completing a VHF/FM Tech Refresh and new installations in the Houston TechOps District. Conduct site surveys for a Tech Refresh or new installation in the New York (or alternate) TechOps District for installation in the following FY.

Target: Implement new or improve the existing CST satellite dish capability

Develop contract and/or agreement for satellite provider based upon recommended solutions that improve resiliency, reliability and mitigates operational risks.

Activity: Provide data visualization on dangerous goods safety oversight and engage across the FAA and aviation industry to increase understanding and mitigation of risks.

AXH data collection tools help to identify top safety risks and help to inform safety decisions. It is important for AXH to advance story telling of the safety issues being prioritized for action and for further stakeholder engagement. Data visualization can help support both presentation and understanding by curating data and information.

Target: AXH matures data visualization capabilities.

Develop and deliver at least one presentation visualizing SAS-collected data for stakeholder engagement prioritization and SRM.

Activity: Accountability

Build transparency, trust, and stewardship through consistency and effectiveness of decisions. Share information and data with stakeholders to continuously improve the processes for decision-making.

Target: Workplace Communication

AXH will continue to generate regularly scheduled newsletters, with input from the program offices, and SharePoint updates to serve as a medium to disseminate information, announce upcoming events and organizational updates, motivate performance, promote unity, and supplement other industry information related to aviation safety. Adhere to AXH processes to ensure content is accurate, up-to-date, and coordinated appropriately.

Activity: Reduce Impacts to Aviation Safety

Conduct risk management briefings to external stakeholders using data to reduce trends that impact aviation safety.

Target: Trend Analysis

Expand case management data in existing systems and conduct risk management briefings to external stakeholders using the new data to reduce trends that impact aviation safety, through the use of a pilot analysis program. Strengthen and enhance stakeholder partnerships by delivering quarterly reports to Supported Lines of Business, to showing data and trends that impact aviation safety. Expand data collection points to strengthen the depth of analysis on investigations, by improving the functionality and data collection of BIMS.

Target: Data Processing

Work with key internal and external stakeholders to identify, assess, and report on identified issues, trends, and threats to the safety of FAA personnel, facilities, equipment, systems, networks, operations and information. Collaborate with the AXI Defensive Counterintelligence and Mitigation and International Travel Security as appropriate.

Activity: Cyber Investigations Support

The Office of Investigations (AXI) conducts cyber investigations in support of investigations, insider threat, and defensive counterintelligence by performing cyber analysis of FAA systems through the use of digital forensics tools, techniques, and procedures. Evaluate, conduct, complete, and distribute cyber investigations requests from all sources based upon established guidelines.

Target: Cyber Investigation Requests

Provide cyber investigations support to mitigate FAA risks through the use of digital forensics tools, techniques, and procedures. Identify, collect, preserve, analyze, and report digital evidence in response to cyber investigations requests from all sources based upon established guidelines in support of investigative matters that could affect the safety of the National Air Space by employee misconduct or other matters that distract Lines of Business from accomplishing their missions.

Activity: Defensive Counterintelligence

The Office of Investigations (AXI) Defensive Counterintelligence Branch protects the FAA against malicious acts conducted by foreign intelligence entities that could damage U.S. national security or economic competitiveness as they relate to the FAA employees, systems and operations. The DCIB is designed following the principles outlined by the Director of National Intelligence and the National Counterintelligence and Security Center for non-Intelligence Community (NT-50) defensive counterintelligence programs, and FAA Order 1600.84. AXI will provide Defensive Counterintelligence support to FAA through detection, deterrence, and denial of illicit human and technical intelligence collection activities against the FAA, its personnel, facilities, equipment, systems, networks, operations and information. Engage with FAA's federal partners on relevant national security concerns.

Target: Defensive Counterintelligence Support to FAA

Provide Defensive Counterintelligence support to FAA through conducting investigations, assessments, and inquiries. Respond to requests, conduct briefings, and engage in outreach and partnership with internal and external stakeholders. Collaborate with the AXI Insider Threat Detection and Mitigation and International Travel Security Branches as appropriate.

Target: Defensive Counterintelligence Support to Intelligence Community

Provide FAA Defensive Counterintelligence support to NT-50, Intelligence Community and law enforcement partners through active participation in appropriate Task Forces, established MOU's and other agreements.

Activity: Threat Assessment

AXI will engage in activities, briefings, and assessments of potential threats involving FAA employees, contractors, and non-employees.

Target: Threat Assessment Panels

Participate in requested Threat Assessment Panels based upon established guidelines. Increase the AXI depth of service by collecting data to identify ways AXI can assist the agency to address emerging issues and threats to the safety of FAA facilities and employees. Document panel results in BIMS and conduct trend analysis to identify threats to facilities and the workforce.

Initiative: Continually Evaluate and Prioritize Stakeholder Requirements, Expectations, and Service Needs

Continually evaluate and prioritize requirements, expectations, and service needs to improve satisfaction of internal and external stakeholders.

Activity: Active engagement with mission partners.

Actively engage across the interagency and with international and industry partners to improve information sharing and facilitate risk mitigation planning across the aviation domain to raise the baseline of aviation security.

Target: Collaborate with U.S. interagency partners.

Continually engage with interagency and intelligence community partners for timely information sharing, collaboration, and reporting on aviation safety/security risk concerns to safeguard the NAS and civil aviation. Serve as Agency lead with the National Security Council coordination as well as the Agency lead for interagency coordination on intelligence matters to establish intelligence requirements, analysis and production on civil aviation risk concerns.

Target: Collaborate with international partners.

Continually engage with international partners for timely information sharing, collaboration, and reporting on aviation safety/security risk concerns to promote shared awareness and mitigation planning to safeguard civil aviation worldwide. Support international collaborative initiatives for overflight and conflict zone aviation risks. Serve as Agency lead for coordination on intelligence matters.

Target: Collaborate with industry partners.

Continually engage with aviation industry partners for timely information sharing, collaboration, and reporting on aviation safety/security risk concerns to promote shared awareness and mitigation planning to safeguard civil aviation worldwide. Support industry collaborative initiatives for overflight and conflict zone aviation risks. Serve as Agency lead for coordination on intelligence matters.

Target: Innovative information sharing

Collaborate with internal and external stakeholders to leverage the value of having exchanged best practices and lessons learned, to develop innovative solutions for sharing information for improved situational awareness. Establish and maintain intra- and inter-agency networks and outreach with constructive engagements conducted and documented monthly.

Activity: FAA/LEAP Operational Support (including Intl), Special Events

Increase external stakeholder engagement to advance collaboration and aviation safety through training, outreach and investigative support.

Target: LEAP Support - Internal Stakeholders

Increase internal stakeholder engagement through investigative support to FAA Lines of Business to advance collaboration and aviation safety.

Target: LEAP Training, Outreach and Support – External Stakeholders

Increase external stakeholder engagement to advance collaboration and aviation safety through training, outreach and investigative support.

Target: LEAU/Investigative Support

Provide internal and external stakeholder support to local, state, and federal law enforcement by providing support within 24 hours 95% of the time.

Activity: Enforcement Standards and Policy

Promote enhanced safety of the NAS through programs that ensure compliance and consistency with FAA Orders, Policy, and internal guidance in support of FAA regulatory programs.

Target: FAA regulatory orders and policy review.

Collaborate with internal stakeholders to ensure regulatory elements within AXE have relevant policy, guidance, and training curricula to enhance sound decision-making and consistency in the performance of their duties.

Target: Quality Control

Promote compliance with applicable policies through ongoing quality control to identify anomalies within regulatory work products and increase consistency of deliverables to internal stakeholders.

Activity: Investigative Support Laser and UAS

Increase internal stakeholder engagement through investigative support to AVS by obtaining incident reports from law enforcement on UAS and Laser events

Target: National Capitol Region UAS and Laser Incidents

Ensure UAS and Laser incidents and/or activities within the DC Flight Restricted Zone are appropriately addressed and coordinated with internal and/or external stakeholders to mitigate risks to the National Capital Region (NCR).

Target: UAS and Laser Incidents

Ensure UAS and Laser incidents and/or activities are appropriately addressed and coordinated with internal and/or external stakeholders to mitigate risks to the NAS.

Activity: Facility Security Stakeholder Management

AXF will continuously evaluate and implement engagement tools to identify the needs of key stakeholders and ensure requirements, expectations and services needs are met.

Target: Stakeholder Satisfaction

Evaluate facility manager feedback regarding Remote Security Evaluations (RSEs) and other assessment products and develop and implement strategies for addressing trepidation.

Target: Facility Manager Resources

Establish and advertise a Facility Manager's resource page on the FAA intranet to provide current security guidance and notices, exercise and planning templates, and other job aids on demand to improve information sharing with customers.

Activity: Promote Dangerous Goods Cargo Safety

Promote a positive aviation safety culture by educating travelers and air shippers on their responsibilities for proper identification and preparation of dangerous goods cargo. Proper identification and preparation of dangerous goods protects transportation workers across the supply chain by mitigating the severity of cargo incidents, and communicating necessary information to first responders during incidents.

Target: PackSafe and SafeCargo Safety Messaging

Identify and carry out cross-platform PackSafe and SafeCargo safety messaging campaigns with messaging delivered throughout the year utilizing social media, website, and/or events engaging directly with relevant audiences.

Initiative: Potential/Emerging Safety Issues

Improve the ability to identify and assess safety risks through advanced analytics.

Activity: Potential/Emerging Safety Issues

Improve the ability to identify and assess safety risks through advanced analytics.

Target: Potential/Emerging Safety Issues (AXH)

Screen potential/emerging safety issues through the FAA Safety Issue Identification and Management Process and submit an annual FAA safety issue screening report to the FAA SMS Executive Council by September 30, 2022.

Initiative: Assess and Evaluate ASH's Current Data Assets and Analytics Capabilities

Assess and evaluate ASH's current data assets and analytics capabilities against government-leading standards, identify gaps, and pursue opportunities to improve data collection practices, data-sharing protocols, and data completeness.

Activity: Promote System Level Analytics

Improve the ability to identify and assess safety risks through advanced analytics and a systemic safety approach.

Target: Actionable Airline Passenger Dangerous Goods Discrepancy Reports

Enable functionality in SAS to enable air carriers to upload suspected passenger non-compliance of Dangerous Goods Regulations.

Target: SAS Mobile Device Capability

In coordination with AVS, develop mobile device capability in SAS to support DCT and Activity Data Collection by HMASIs via mobile devices.

Activity: Continue Analysis and Mitigation of Undeclared Hazmat and High-Risk/Incident Commodities Entering the Air Transport System

Through data collection and analysis, AXH will continue to identify and address undeclared hazmat and high-risk/incident commodities, such as Class 2 gases, that are entering the air transport system. Using risk-based decision making, AXH will employ a variety of strategies to mitigate risks.

Target: Use SAS to Measure the Accumulation of Dangerous Goods Risk

Rely on the AXH Certificate Holder Assessment Tool (CHAT) and Risk Profile Assessment Tool (AXH RPAT) in SAS to provide visibility into safety risks. Leverage outputs from the CHAT and AXH RPAT to identify the accumulation of safety risk and priority resourcing.

People

Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

Develop and implement a comprehensive strategy to ensure a more thoughtful, robust workforce environment that embraces the diverse talents of employees, ensures fair and equitable treatment, and advances broader gains in diversity, equity, inclusion, and accessibility.

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)

Utilize the EEO Action Committee (EAC) to collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SOs to create an inclusive work environment.

Activity: Ensure a Diverse and Inclusive Workforce - Reasonable Accommodations

ACR will lead collaboration with LOBs/SOs to foster an inclusive work environment throughout FAA that promotes opportunities for all, including traditionally underrepresented groups such as Hispanics, Women, and People with Disabilities (PWD) / People with Targeted Disabilities (PWTD) by improving the Reasonable Accommodation interactive process.

Target: ASH - Reasonable Accommodations

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

Activity: Ensure a Diverse and Inclusive Workforce - Mediation

Managers engage in the mediation/facilitation process when requested.

Target: ASH - Mediation

Ensure that 75% of managers engage in mediation when requested by employees.

Initiative: Incorporate D&I initiatives into recruiting, people development, and employee engagement activities.

Incorporate D&I initiatives into recruiting, people development, and employee engagement activities to increase recruitment, development, and retention of diverse staff.

Activity: Ensure a Diverse and Inclusive Workforce

Assist in the development of a diverse workforce at all levels. Increase the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women in the workforce as compared to the civilian labor workforce (CLF). Managers engage in the mediation/facilitation process

Target: Foster a Culture of Engagement within AXH

Provide transparent and open communication of information and decisions. Foster the use of interdependence to embrace AXH's sense of community and free communication laterally across the organization program offices. Strengthen cohesive teams to drive continual improvement and innovative practices to enable decision-making at appropriate levels of the organization.

Initiative: Train Managers and Employees across the Agency in Diversity, Equity, Inclusion, and Accessibility (DEIA)

ACR will lead collaboration with LOBs/SOs to train managers and employees in DEIA.

Activity: ACR will Lead Collaboration with LOBs/SOs to Train Managers and Employees in DEIA

Ensure at least 75% of managers and 25% of employees from each LOB/SO attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

Target: ASH - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

Develop an FAA Employee Lifecycle Management Approach

Develop an FAA Employee Lifecycle Management Approach that promotes career opportunities, growth, and wellness through restructured recruitment and hiring; and continuous employee investment, development, and training towards the health of the agency.

Initiative: Develop Plans to Attain or Retain In-demand Skills within the Workforce

Identify in demand skills and competencies, including in communications, management, and data analytics, assess ASH's workforce skills alignment, and develop action plans to attain or retain in demand skills within the ASH workforce.

Activity: ASH Mission Critical Occupation Competency Development and Assessment

To develop and maintain a high-performing workforce, AXM, in coordination with AHR, will develop competencies and competency assessments for selected ASH Mission Critical Occupations.

Target: Develop Competencies and Competency Assessments for ASH Occupational Series

AXM will collaborate and coordinate with AHR to participate in their planned pilot of competencies and competency assessments for selected Mission Critical Occupations (MCOs); using AHR's approved competency framework, AXM will draft technical competencies for selected non-Mission Critical Occupations.

Activity: ASH Awards and Recognition Program

Implement revised Award and Recognition Program. The ASH National Awards and Recognition Program acknowledges employees for their superior achievement. Inclusive recognition sustains and improves performance through cost savings, efficiency, and exceptional customer service, which increases morale, recruitment, and retention.

Target: ASH Award Nominations

Collaborate with ASH Program Offices to submit quarterly award nominations that align with FAA and OPM's Guidance on Awards for Employees.

Target: Writing Effective Award Nomination Narratives

Collaborate with AHR to facilitate Brown Bag workshops on writing effective award nomination narratives by the end of the third quarter.

Initiative: Small Business Opportunities

Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses.

Activity: Contracting with Small Businesses

Utilize market analysis and acquisition strategies to provide opportunities for small businesses to compete for, and attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses.

Target: ASH - Support ACQ's Small Business efforts

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

Activity: Contracting with Small Disadvantaged Business (SDB)

Utilize market analysis and acquisition strategies to provide opportunities for Small Disadvantaged Businesses (SDB) to compete for and attain FAA contracts and purchase orders.

Target: ASH - Support ACQ's Small Disadvantaged Business efforts

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Initiative: Create and Maintain Career Development Tools

Create and maintain career development tools, such as self-assessments, career mapping resources, and formalized career paths based on skills, credentials, and interest.

Activity: Workforce Development

AXH will continue to evolve the Hazardous Materials Aviation Safety Inspector (HMASI) skill set to promote a systems-level approach to safety. The FAA's ability to effectively and efficiently inspect, investigate, and engage entities introducing and transporting dangerous goods in the NAS is highly dependent on the work of HMASIs. To meet the challenges of overseeing a complex and evolving aviation transportation system, AXH will continue to broaden the HMASI skillset. Our workforce must be equally comfortable with both traditional oversight of technically complex and prescriptive regulatory requirements and with applying systems thinking, analysis, collaborative engagement, and risk management principles in the aviation environment. We will meet this challenge through a combination of changes to how we train, develop, and recruit the HMASI workforce. AXH will work with AXM update its multi-year training plan to continue building the workforce of tomorrow.

Target: Consider ongoing training needs for HAZMAT inspectors, beyond initial training.

Work with AXM to provide the AXH workforce with tools and training to improve ownership and knowledge of responsibilities, build a stronger team and prepare for new hires by building a sustainable training program that connects the organization as a team and tracks the competencies of our workforce. Align and establish policies and workforce development materials to address identified skill gaps and the needs of an evolving workforce.

Activity: Improving New Employee Training and Onboarding

AXM will develop a new employee program to greatly enhance onboarding and orientation, focusing on organizational understanding and positional line-of-sight.

Target: Plan and Design ASH Body of Knowledge (ASH New Employee/Basics Training)

Based on the associated Strategic Workforce Planning recommendation, AXM-200 and AXM-300 will conduct an analysis of new employee learning needs, plan, and design a formal learning program that will build upon the existing ASH Onboarding to enable employees' greater understanding of the FAA, ASH, positional line-of-sight, and incorporate training on the core competencies and training proficiency requirements for all DOT/FAA employees.

Initiative: Update Internal Training Curricula, Learning and Development Tools, and External Training Opportunities

Update internal training curricula, learning and development tools, and external training opportunities to reflect in-demand skills and address gaps in skills alignment.

Activity: Workforce Planning Learning and Development Program

Implementation of the AXE-100 Workforce Planning Learning and Development Program (WPLD).

Target: WOC Training Program

Promote a culture of professionalism, innovation, and continual improvement that ensures operational success through ongoing training and skill development. Collaborate with AXM-200, and manage training programs and task assignment to promote a more engaged, and capable team of professionals to broaden capabilities to ensure the efficient and effective delivery of WOC services. All operations staff must successfully complete recurrent training annually and all developmental Operations Officers must complete proficiency testing in accordance with the AXE-100 Workforce Planning Learning and Development Program (WPLD).

Activity: Facility Security Training Strategy

In collaboration with AXM, develop a training strategy that improves facility security employee competencies.

Target: Improved Program Training

In collaboration and coordination with AXM, develop a training strategy that enables employees to succeed in implementing an improved facility security assessment and risk mitigation framework.

Target: Security Systems Support

Improve employee competency with evaluating security system design and integration practices and standards and with providing technical assistance to stakeholders on the utilization of deployed security systems.

Activity: Develop and implement an AXI Investigations Training Program

AXI training will be reviewed quarterly to ensure it is effective to AXI personnel's professional development.

Target: Professional Development

AXI training will be reviewed quarterly to ensure it is effective to AXI personnel's professional development.

Activity: ASH Workforce Development

To develop and maintain a high-performing workforce, and in support of the goals of the ASH Strategy and Strategic Workforce Planning recommendations received from AHR, AXM will develop, deliver, and manage ASH workforce learning and development by implementing a competency-based training and assessment methodology.

Target: Build a Competency-Based Training and Training Needs Assessment Framework to Manage ASH Workforce Development

To better identify existing and future learning needs and in-demand skills, AXM-200 will analyze, plan, design, and develop a Competency-Based Training and Training Needs Assessment framework for ASH positions/occupations to link competencies and proficiency levels to identified individual and collective job tasks, learning objectives, training, and related course materials.

Target: Conduct Job Task Analyses for ASH Mission Critical Occupations and other positions

In coordination with the ASH Program Offices, AXM-200 will conduct detailed job task analyses for MCOs and other positions, as appropriate, in support of providing data-driven Training Needs Assessments.

Target: Develop and Manage Current ASH Technical Training Requirements

Manage and deliver job-critical and career enhancing technical training for the ASH workforce.

Activity: ASH Training Requirements for the FAA Workforce

AXM, as the training office for ASH, will analyze, design, develop, and manage identified security and hazardous materials safety training requirements for the FAA workforce.

Target: Agency-wide Security Training

AXM-200 will assess existing ASH-provided security training for the FAA workforce for necessary revisions, design, develop, and deploy revised courses and new training requirements in coordination with the appropriate ASH Program Offices.

Activity: ASH Occupational Safety and Health Program

The ASH Occupational Safety & Health Management program protects employees from workplace hazards by integrating safety and health measures across the organization. Procedures, processes, guidance and instructions will be developed and utilized to reduce risk of employee injury and illness, increase operational efficiency, meet or exceed regulatory compliance and continually improve Occupational Safety & Health (OSH) performance. Continuous improvement is achieved by instituting a high level of management and non-management employee participation in the processes addressed herein. Work Groups and Safety Committees are empowered to execute those processes.

Through implementation of the ASH OSHMS Manual, Security and Hazardous Materials Safety, Office of Business and Mission Services, in coordination with the FAA DASHO Support Office, AJW-25, will increase understanding and awareness of OSHA rules and responsibilities. The enhanced outreach will improve program participation and increase agency compliance.

Target: Annual OSHA Training

Collaborate with the Learning and Talent Development Division, AXM☐200, to identify and/or develop cross-organizational training for proper use of Personal Protective Equipment (PPE) to include general awareness training for the ASH workforce.

Activity: Enhancing Training Communications, Awareness, and Engagement

To foster greater collaboration, understanding, and continuous improvement of the ASH Learning and Talent Development program, AXM will develop a strategy for greater engagement with stakeholders.

Target: Quarterly Training Reviews

AXM-200 will conduct quarterly training reviews with the ASH Program Offices and design, develop, and deploy training dashboards to support informed data-driven decision-making.

Activity: Personnel Security Workforce Development

ASH will focus on personnel security employee development by providing training and development opportunities, including providing the Security Assistant position with more training and opportunities to perform personnel security work.

Target: Informational Briefings

At least three informational briefings will be conducted for AXP Personnel Security staff. Sessions will be made available using virtual multi-media services and eLMS records will be generated as appropriate.

Target: Expanding Scope of Security Assistant Duties

ASH will further develop its entry-level workers and develop a clearer personnel security career ladder by involving security assistants in the initiation of background investigations and allowing security assistants to attend basic Personnel Security training.
A new process for security assistants to initiate moderate risk reinvestigation will be piloted.
All federal employee security assistants onboard by Oct 1, 2021 will be enrolled in at least one basic Personnel Security course.

Initiative: Foster and Promote Data Dexterity

Foster and promote data dexterity at all levels with training and informational materials on quantitative and qualitative analytically-oriented approaches to decision-making.

Activity: Increase Data Dexterity in ASH

AXM, with the Strategic Management Program (SMP), will identify and promote data-related training across the ASH workforce.

Target: Improve Data Dexterity

In coordination with the ASH Strategic Management Program (SMP), AXM will identify and promote data-related training, appropriate to ASH occupations/positions based on job functions, tasks, and competency requirements, to increase data literacy and analytical skills across the ASH workforce.

Activity: Provide enterprise capabilities to enable rapid development.

Provide enterprise data platforms, technology, and training to ASH employees for rapid development of business solutions. Provide user guidelines, resources, and training for information management and data analytic capabilities in order to grow ASH data literacy and decision-making.

Target: ASH Data Literacy Competencies

Expand ASH data literacy competencies by providing recommendations for training and informational materials for relevant topics associated with strategic management, program management, big data, and stakeholder engagement. Topics will include ASH Strategic Planning, Program Management Maturity Model (PM3), Performance Measurement, Basic Data Analytics, and ASH Use Cases.

Target: Increase ASH engagement and collaboration with EIM communities

ASH will increase and sustain program office representation and engagement with FAA Communities of Practice (CoP) or other applicable communities of stewardship, communities of interest or centers of excellence, with each Program Office participating to improve understanding of data management and expanded use of data as evidence to improve operations and strategic decision-making.

Target: Advancing Innovative Use of Technology

Assess and document current state technological capabilities, processes, and procedures, define future-state needs, and identify critical use cases for improvements to technology capabilities or governance.

Target: Data Visualization

Baseline and demonstrate an increase in the percentage of prioritized reports automated or transitioned to dynamic dashboards

Target: Data processing and analysis

Baseline and track the number of priority analytics projects being initiated, launched and completed throughout ASH.

Initiative: Expand cross-functional exposure opportunities for employees

Expand cross-functional exposure through programs such as inter-and intra-agency detail programs, job shadowing, and rotational programs.

Activity: ASH Cross-functional Development Opportunities

AXM will determine feasibility with designing a formal program and associated processes for job rotations, job shadowing, and detail assignments.

Target: Conduct Analysis and Develop Plan for a Formal ASH Rotational Program

In coordination with AXM-300 and the ASH Program Offices, AXM-200 will conduct an analysis and develop a plan with high-level design and recommendations for an ASH Rotational Program, a career development program. If implemented, the ASH Rotational Program aligns with the ASH Strategy Objective 3.1 initiatives on expanding cross-functional exposure and providing career development opportunities for leaders at all levels, as well as the Strategic Workforce Planning recommendations.

Global Leadership

Advance global aviation safety, operational excellence and innovation by leading and collaborating with aviation authorities globally

Enterprise Global Leadership Approach

Develop an FAA enterprise approach that reimagines how the agency engages in the international arena.

Initiative: Improve Information Sharing and Coordination

Improve information sharing and coordination by proactively engaging with internal, interagency, industry, and global stakeholders through briefings, events, and working groups.

Activity: Intelligence support to incident response.

Continually deliver timely and relevant intelligence support to enable effective Agency preparedness for, mitigation of, and responses to threat concerns affecting the NAS and civil aviation worldwide.

Target: Intelligence support to Washington Operations Center (WOC)

Provide 24/7 Intelligence Watch operations to ensure continual monitoring, analysis, notification, reporting, and support for WOC incident response of aviation safety/security concerns, hostile attacks, accidents and natural disasters impacting FAA, the NAS, and/or civil aviation operations. Provide regular products and services to answer customer requirements.

Target: Intelligence support for CRWG/CRSG requirements.

Deliver relevant information to inform proactive risk mitigation planning, process development, threat assessments, and associated messaging to support risk mitigation initiatives and timely incident response for internal and/or external stakeholders. Provide products and support for CRWG/CRSG processes to inform DOT initiatives, interagency and industry/foreign partner efforts.

Target: Intelligence support of network resiliency.

Provide timely cyber intelligence support to inform policy considerations, operational decisions, and network resilience initiatives by the Agency and aviation stakeholders across the ecosystem to address system(s) vulnerability, risk, and incidents affecting network infrastructure to inform mitigation measures and resiliency actions to enable safety and security of the NAS and civil aviation operations.

Activity: Intelligence support for executive-level decision making, policy development, and network infrastructure protection.

Continually deliver relevant aviation risk information to inform FAA executives of ongoing and/or emerging threat concerns to shape planning, policy, community messaging and decision-making that mitigates risk to aviation in the National Airspace System (NAS) and overseas.

Target: Executive-level intelligence support.

Deliver relevant information to inform FAA and OST executives and associated stakeholder officers for ongoing awareness of aviation threat concerns to inform policy initiatives, contingency preparedness, operational decision-making, and community messaging for mitigating aviation risk in the NAS and overseas. Provide regular presentations and products.

Activity: Provide Operational Support

Deliver ongoing operational support to satisfy sensitive national defense and sensitive federal, state and local law enforcement requirements. This includes support to the El Paso Intelligence Center (EPIC).

Target: Support to Special Projects

Actively engage with internal and external stakeholders in an iterative process that assesses needs; delivers timely and effective support of customers' sensitive national defense and law enforcement, national security, and other operational requirements; and reviews the quality of Agency support for further improvement.

Target: LEAP Support for International and Special Events

Provide operational support and training to advance collaboration, global leadership, and aviation safety of the NAS upon request by external stakeholder 90% of the time.

Activity: Establish stronger collaboration with other leading Civil Aviation Authorities

Grow AXH presence with FAA Office of International Affairs and foreign civil aviation authorities to educate foreign partners on the importance of the FAA Hazardous Materials Safety Program.

Target: International Aviation Standards and Regulatory Responsibilities

Engage in international standards and regulatory development activities involving the safe transport of cargo and dangerous goods by air. AXH will ensure that any necessary pre-meeting coordination with applicable FAA LOBs and other government agencies will be accomplished. Provide summaries for ICAO DGP, UN Subcommittee and other relevant meetings on the transportation of dangerous goods to AXH executive leadership within 45 days of AXH participation.

Target: Information Sharing

Engaging with FAA international offices, establish working dialogue with at least three additional foreign civil aviation authorities to agree on collaboration, information sharing on high-risk safety issues, data collection, and research.

Target: Partner with Flight Standards to advance FAA's international system safety goals.

Support system level safety within the FAA by collaborating with Flight Standards (FS) on operational oversight of foreign operations to, from and within the United States. Share lessons learned and best practices with FS international field offices from AXH's experience utilizing the FAA Safety Assurance System (SAS) for risk based oversight of foreign operators.

Target: Ensure coordination and collaboration with internal and external stakeholders on UAS developments for delivery of dangerous goods by UAS.

Work across the FAA, with other civil aviation authorities, and with industry stakeholders to identify safety considerations, align regulatory approach and encourage global acceptance of U.S. best practices for the integration of UAS package delivery operations and serve as the foundation for the evolution of UAS package delivery operations.

Activity: International Travel Security Support

Prepare FAA employees who travel internationally with timely and relevant information concerning the risks they may encounter while abroad. Ensure FAA international travel security training is accurate, up to date, and complies with applicable FAA, DOT and national policies and statues. Monitor security and other concerns that could impact employees on official international travel and advise them appropriately. AXI will provide International Travel Security support to FAA through activities involving research of general and location specific travel risks and hazards, providing travel risk briefings based on research, reviewing country clearance communications, and engage in enhanced outreach, collaboration, and partnerships with internal and external stakeholders.

Target: International Travel Security Support

Based upon data available, prepare employees on official international travel with timely and pertinent information concerning the risks they may encounter while abroad. Ensures international travel security training is accurate, up to date, and compliant with applicable FAA, DOT, national policies and statutes. Utilize technology and innovation to monitor security concerns that may impact FAA's official international travelers and provide appropriate and timely briefings and alerts to them

Target: International Travel Security Engagement

Engage extensively with internal stakeholders and external partners both government and private to strengthen, grow, and sustain participation to identify, assess, and report on identified foreign risks, issues, trends, and threats to the safety of official FAA international travelers, Government-furnished equipment, information systems/networks, operations, information, and discussing best practices of travel risk management programs. Continuous collaboration with the AXI Defensive Counterintelligence and Insider Threat Detection and Mitigation Branches, providing information, intelligence sources/tools and conducting joint briefings/debriefings as appropriate.

Initiative: Measure and Improve the Effectiveness of Stakeholder Engagement

Measure and improve the efficiency and effectiveness of stakeholder engagement mechanisms to increase access to ASH programs, tools, data, capabilities, and expertise.

Activity: Utilize established AVS work groups to advance cargo safety goals.

AXH leads efforts with AVS to quickly enable the safe and efficient transport of the COVID-19 vaccine by engaging with operators, Flight Standards and Aircraft Certification to identify issues, actions and potential needs for regulatory authorizations, approvals, and permits to enable safe flight operations and provide guidance and information to operators and inspectors to promote a consistent approach to aviation safety. Increased engagement was the result of this collaboration, establishing AXH as a key leader to aviation safety. Building on the momentum of this engagement, greater focus from AVS on cargo safety goals is thriving.

Target: FAA and ASH Engagement with and Awareness of AXH Program Activities

Ensure strong participation and engagement on FAA SMS and Cargo Safety Groups: Executive Oversight Committee, Cargo Safety Risk Policy Steering Committee. Provide ASH-1/2 with an annual brief on FY22 accomplishments to ensure ASH leadership has awareness of and direct engagement in AXH program activities.

Activity: Formalize partnerships initiated from vaccine distribution engagement.

As the aviation industry contends with challenges and impacts brought about by the pandemic, the FAA, government partners, air carriers, airframe manufacturers and shippers continue to work together to ensure the safe and efficient transport of the covid-19 vaccines. It is imperative that civil aviation memorialize this comprehensive approach to aviation safety by continuing to work together to ensure that dangerous goods are properly identified and the hazards they pose are safely managed in air transport.

Target: Identify and engage directly with key industry and government members of the vaccine distribution engagement team to establish future partnerships on the safe transport of dangerous goods and cargo safety

Develop roster of key industry and government members of the vaccine distribution engagement team; track engagement for FY22.

Global Training and Outreach

Develop and modernize the FAA International Training program to improve the effectiveness of our technical assistance and consistently meet the needs of our international stakeholders.

Initiative: Formalize Working Relationships with Existing Strategic Partners.

Formalize working relationships with existing strategic partners to deepen collaboration, create efficiencies, and minimize duplication of work, focusing on areas of prioritized risk.

Activity: Strengthen global safety partnerships that better align risk-based priorities.

To remain relevant in an aviation culture that is focused on proactive risk mitigation through safety management, we must continually evaluate the level of risk and focus on risk-based priorities. Through the development of automation, the FAA now has insight into the level of dangerous goods risk, which is providing the ability to plan our actions based on the highest risks. This provides the FAA an opportunity to further expand its impact globally by collaborating with our foreign CAAs to promote alignment on risk-based priorities.

Target: Identify interested civil aviation authorities to participate in an international dangerous goods roundtable to collaborate on air cargo safety enhancements, dangerous goods safety messaging, and share safety risk priorities.

Participate in at least one global aviation safety workshop/conference to promote FAA dangerous goods safety initiatives and promotional activities.

Target: International Aviation Dangerous Goods Engagement

Remain continuously engaged in all activities that may involve or support AXH international objectives, briefing to AXH-1 quarterly. This includes, supporting the ICAO Continuous Monitoring System as it applies to Annex 18 requirements through coordination with API reviews conducted biannually. It also includes, attend FAA internal planning meetings for international engagement, such as, the Global Leadership Initiative, International Steering Committee (ISC); and ICAO Assembly meetings.

Target: Advance FAA Position Internationally.

Promote FAA's global aviation leadership and share best practices with international stakeholders through engagement at conferences for airlines and cargo meetings with ICAO, meetings with the UN Subcommittee, civil aviation authorities, associations and organizations. Adhere to established DOT, FAA and AXH processes, procedures, and timelines.

Operational Excellence

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

Optimize Mission Efficiency and Support

Optimize efficiency and support mission requirements through daily execution, continuous improvement, planning, and investment. Effectively plan for and manage finances, procurement, information technology, and other mission support services.

Initiative: Enterprise Data Management Strategy

Develop an enterprise data management strategy that addresses data stovepipes, establishes standard operating procedures and data governance, and promotes integration with FAA's enterprise data management processes.

Activity: Expand data access, quality, sharing, and dexterity across the organization.

Expand data access quality, sharing, and dexterity across the organization and promote integration with FAA's enterprise data management processes.

Target: Measurably Improve Data Access

Establish a baseline measurement to monitor increases in the percentage of catalogued data assets and with published governance protocols or registered with FAA Data Governance Center.

Target: Applying data as a strategic asset

Leveraging Labor Distribution Reporting (LDR) data as a strategic asset, address workforce challenges with an emphasis on improving policies, programs, and systems through a corporate and collaborative approach that reduces organizational redundancies and uses capable and cost-effective information technology systems.

Initiative: Productivity and Financial Metrics

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include ATO cost per operation, overhead rates, and cost per accounting transaction.

Activity: Corporate Leadership for Efficiency Activities

As the agency lead for all cost control/efficiency efforts, ABA will provide leadership and guidance in the development of efficiency and financial metrics that can be used to track the efficiency and financial performance of each organization within the agency.

Target: ASH Efficiency Goal: Program Management Maturity Index- Annual Check/Update

Provide or check updated FY 2022 measure template with changes as needed.

Activity: FY 2022 Quarterly Data Consolidated and Reporting

Review and validate proposed efficiency measures, making a determination as to the suitability for the Productivity and Financial Metrics program within 45 business days of receipt by ABA.

Target: ASH Efficiency Goal: Program Management Maturity Index- Quarterly Submission

Report quarterly results and comments to ABA on the Program Management Maturity Index. Due 30 days after the end of each quarter.

Initiative: Implement a Framework for Assessing Organizational Risk

Implement a framework and process for regularly assessing organizational risk and mitigation along with maintenance strategies for each risk.

Activity: Facility Security Policy, Program Performance and Processes

AXF will evaluate FAA facility and information security policy, guidance, and processes to improve program performance and services provided to stakeholders.

Target: Implement Agency Risk Management Process for Infrastructure Protection

Deploy an improved facility security assessment process that incorporates enhanced risk evaluation and acceptance criteria to assist the agency in making data-driven and efficient security investment decisions.

Target: Revise Facility Security Policy and Process Documents

Develop, coordinate, and issue changes to program policy and process documents as necessary to institutionalize the deployment of an improved facility security assessment and risk evaluation methodology.

Target: Facility Security Risk Index

In support of the transition to risk-based, data-drive decision making, provide agency leadership with a facility security risk index report and utilize communication strategies such as outreach and information sharing to manage this change.

Target: Improved Program Performance

Expand, improve, and communicate advanced program data and metrics that distinguish levels of program success and maturity and provide for informed program investment.

Activity: Continue Review and Improvement of the Systems, Processes, Regulations, and Policies that Support AXH Fulfilling its mission

AXH invests resources in targeted programs and projects to ensure personnel are properly trained and informed, system and information infrastructure is optimal and up to date, and policy and guidance accurately reflects current-state operations. AXH is also forward leaning to address new user business models coupled with technological advances to ensure the FAA is able to safely integrate new types of user capabilities into the expanding National Airspace System.

Target: Program Administration

Address the managerial and leadership functions related to planning, implementing, evaluating, and improving AXH's ability to carry out the organization's mission.

Target: Automation to Improve Program Administration Efficiency

Use automation tools to modernize legacy business processes within AXH specific to program administration. These enhancements will reduce the burden on the workforce and boost productivity by allowing the program to focus its resources on more sophisticated challenges within the changing aviation environment.

Target: Responsiveness to Web Inquiries

Respond to a minimum 90% of inquiries to FAA's Dangerous Goods website through the PackSafe, OperateSafe, and SafeCargo platforms within 2 business days of receipt. Identify frequently asked questions and answers on monthly basis to inform safety messaging.

Target: Stakeholder Engagement

Conduct annual audit of Dangerous Goods stakeholder engagement materials to ensure relevance and update as appropriate. This includes printed or electronically accessible information such as posters, screen displays, slide presentations, videos, tool kits, and general dangerous goods safety information on the ASH public-facing website.

Target: Implement Document Management Program

Complete the development of necessary tools and a document archive location as identified in AXH Policy for Document Management Program necessary to implement document control and maintenance processes.

Activity: Investigative Program Review/Assessment

The Office of Investigations (AXI) develops, implements and ensures consistency with professional Investigative Standards and Policy through program reviews, spot reviews, and assessments; develops and implements an AXI Investigations Training Program; maintains a comprehensive almanac and resource library; oversees and manages all AXI communication and collaboration platforms. Ensure consistency with AXI Standards, Policy and Procedure. Develop, write, edit and recommend approval of relevant AXI program governing documents.

Target: Review & Assessment Program

Conduct reviews and/or assessments of AXI programs to ensure compliance with applicable governing documents, Quality Standards for Investigations, Code of Ethics and Conduct and acceptable methods and practices. During the quarterly program assessments, interviews will be conducted with stakeholders to ensure AXI work products are investigative sufficient. Each AXI Division will be reviewed once per FY. Conduct and lead highly sensitive investigations as directed by AXI leadership.

Target: Quality Control

Identify gaps in compliance with governing documents, Quality Standards for Investigations, Code of Ethics and Conduct, and acceptable methods and practices; report those gaps to senior AXI management along with recommendations for corrective actions. Develop, write, edit and/or recommend approval of relevant AXI program governing document. Track and manage outcome oriented key performance indicators that promote data driven decisions.

Activity: Common Identification Standards (CIS) - ID Media

The Common Identification Standard (CIS) Program covers the spectrum of activities to comply with and take maximum advantage of the new federal CIS. Implementing guidance from the Office of Management and Budget (OMB) and technical specifications issued by the National Institute of Standards and Technology (NIST), pursuant to Homeland Security Presidential Directive 12 (HSPD-12), require both the creation of new technical systems and changes in business practice for all elements of the FAA with respect to: (1) employee and contractor identity verification; (2) increased and standardized background investigations criteria; (3) significantly greater emphasis on maintaining the integrity of the initial employee identification and investigation process; (4) development and deployment of a system to utilize advanced "smart card" technology to create and deliver new standardized identification media (cards); (5) provisioning cards to make possible improvements in protection of personal privacy information, facility security and cyber security, as well as achieve cost savings through automation of security control processes and efficiency gains. ASH will provide program guidance and oversight and, where required, issue FAA identification media in accordance with federal and DOT policy.

Target: Initiate, Process, or Enroll Applicants

Reporting averages monthly, achieve for the entire FY: Initiate, process, or enroll applicant into the ID Media System upon request from an applicant or sponsor within 1 business day, 90% of the time.

Target: ID Media Card Issuance

Reporting averages monthly, achieve for the entire FY: Issue an ID Media Card within 1 business day upon receipt of the card and availability of applicant, 90% of the time.

Target: ID Media Card Destruction

Reporting averages monthly, achieve for the entire FY: Perform Card Destruction and annotate that destruction within the MyID system within 1 business day after receiving the canceled identification card, 90% of the time.

Target: Contractor PIV Audit

Produce quarterly reports that identify inactive contractor PIV cards that have not been used for logical or physical access (for X number of days; X = TBD). Giving due consideration to pandemic operations and PIV exempt list, validate if contractors are still working on an FAA contract that requires logical, physical, or SUI access. Cancel PIV cards and update in AXP's Investigations Tracking System (ITS2) record as necessary. Retrieve cancelled PIV cards or document record on why retrieval can't occur. First report of Inactive Contractor PIV card generated by Nov 1, 2021. Cancellation of PIV cards, as appropriate, due by Sep 30, 2022.

Target: Technical Assistance

Reporting averages monthly, achieve for the entire FY: Provide technical assistance, guidance, and troubleshooting for any ID media issue upon request from a customer within two business days, 90% of the time.

Target: Lifecycle Walk-through of the SSC (Security Service Center)

Reporting averages monthly, achieve for the entire FY: Perform a monthly lifecycle walk-through of the SSC (Security Service Center) using the AXP-200 provided self-assessment checklist and guidance document.

Activity: Personnel Security Programmatic Risk Management

Develop analytics/metrics to assess AXP's overall impact on reducing security risks at the FAA.

Target: Develop Key Performance Indicators (KPIs) for Personnel Security Program

Develop new key performance indicators (KPIs) that, to the extent possible:
• Gauge the effectiveness of AXP's delivery on its mission (not just its processes) and
• Demonstrate AXP's overall impact on security. Add these new KPIs to AXP's SharePoint site (via Tableau table if compatible).

Activity: Personnel Security Program Improvement

ASH will evaluate FAA personnel security policy, guidance and processes to improve program performance and services provided to stakeholders.

Target: Quality Assurance Data Evaluation

ASH will evaluate the quality of data housed in ITS2 utilizing available methods, including ITS2, DCSA, and ODNI reports and the program evaluation guide. Quarterly reports will be sent to Personnel Security managers.

Target: Quality Assurance Audit

ASH will complete an audit of two personnel security branches by reviewing a sample of PSS work products utilizing the AXP Program Evaluation Guide, and provide results and recommendations to the responsible division managers and AXP-1.

Target: Develop PerSec eLMS Course for Contracting Audience

Working with AXM, develop e-Learning Management System (eLMS) course for FAA Contracting audience --Contracting Officers (CO) and their LOB contracting technical representatives (COR) --that covers personnel security responsibilities (VAP entry, PIV card retrieval, etc.). Course outline due by April 30, 2022. Final draft ready for approval by AXP-1 by Sep 30, 2022.

Target: FAA Credentialing Programs

Utilizing the standards set forth in FAA Order 1600.25, conduct an inspection of one of the current FAA Credentialing Programs. Provide an evaluation memo to the responsible LOB assessing their compliance with 1600.25 within 30 days of the completion of the inspection.

Target: Annual Credential Inventory

Complete the ASH annual credential inventory. When credentials cannot be accessed due to social distancing protocols (e.g., fulltime telework) this will not be a reason to consider the inventory incomplete. Such instances will be noted and tracked.

Target: Contractor Access Review

ASH will work with FAA Acquisitions (ACQ) and Contracting Officer Representatives (CORs) from responsible LOB/SOs to ensure contractor position sensitivity designation accurately reflects the level of access the position needs and onboarding conforms to FAA acquisition and security policy—to include foreign contractors living/stationed abroad.
ASH will provide at least four presentations to ACQ, sponsoring LOBs, or vendor stakeholders regarding contractor onboarding/off-boarding topics (e.g., access requirements, position designation, etc.).
ASH will consolidate all contract and position designation reviews from nine offices to one.
ASH will analyze ITS2 reports from the three largest FAA contract companies. ASH will ensure all contract employees still work on a FAA contract AND require FAA access and make all necessary updates to ITS2. ASH will determine if inactive contractors were issued a PIV card, and, when applicable, attempt retrieval and document it.
ASH will review security and acquisition policy and report to AXP-1 any gaps that allow access to FAA systems by foreign nationals without proper vetting.

Initiative: Build a Comprehensive Evidence-Based Management Approach

Build and promote a comprehensive Evidence Based Management Approach to encourage evidence informed, objective, and transparent decision making.

Activity: ASH Regional Information System (REGIS) Compliance

Ensure ASH cuff records data in REGIS meet or exceed Agency REGIS compliance levels through monitoring of data and collaboration with programs to improve performance.

Target: ASH Regional Information System (REGIS) Compliance

Maintain or exceed an overall ASH REGIS cuff system compliance percentage of average 97%.

Activity: ASH Labor Distribution Reporting (LDR) Compliance Rate

Work with ASH programs to maintain or exceed LDR usage compliance.

Target: ASH Labor Distribution Reporting (LDR) Compliance Rate

Maintain or exceed an ASH overall LDR compliance rate at 98% or higher.

Activity: ASH Risk Management Framework and Strategy

Establish and implement a consistent risk management framework that lists existing and emerging risks relevant to ASH's portfolio, prioritizes them in order of their potential impact, and assigns strategies for their elimination, mitigation, or maintenance.

Target: Current State Assessment

Assess the current systems and approaches used in the decisions to deploy resources based on measurable impact on risk to aviation security and safety.

Target: Identify Software Applications in Risk Management

Identify and provide recommendations to ASH senior leadership for available software applications available for adoption in automating the risk management methodology and associated processes.

Target: Future State Implementation

Applying findings from the current state assessment, adopt a risk-based methodology and resource justification rationale for organizational risks prioritized and included to inform administrative and operational decisions.

Initiative: FAA FOIA Program

Ensure FOIA requests from the general public are processed within statutory timeframes and improve management of FOIA program.

Activity: FOIA Backlog Reduction

Per the Open Government Directive, each agency with a significant pending backlog of outstanding Freedom of Information requests shall take steps to reduce any such backlog by ten percent each year. The FAA objective is not to just reduce the backlog, but to maintain the targeted reduction over the course of the fiscal year.

Target: ASH - Reduce FAA FOIA Backlog

Reduce ASH FOIA overdue backlog (level as of October 1, 2021) by 10% and sustain a 10% reduction on new overdue requests throughout FY2022.

Initiative: Implement a Quarterly Performance Review Process

Implement a Quarterly Performance Review process to underpin more effective annual and year-over-year business planning, document evidence to support progress on KPIs, and document effectiveness of programs and initiatives.

Activity: Enhance Organizational Effectiveness with Evidence-Informed Planning, Reviews, and Audits

Integrate strategic plans, budget, administrative and operational data to support the prioritization of long-term planning and promote effective program management and decisions, adjusting priorities, initiatives, and targets (as justified by evidence) and transparently monitoring annual progress to multi-year goals and objectives.

Target: Quarterly Performance Review (QPR)

Institutionalize the QPR process, refining for improvement as warranted, to underpin more effective annual and year-over-year business planning, document evidence to support progress on KPIs, and document effectiveness of programs and initiatives.

Target: Organizational Learning - After Action Reviews

Develop and apply a format for conducting after-action reviews (AAR) conducted on operations and projects, and track the percentage of recommended course-of-actions based upon AAR findings.

Target: Organizational Learning - Decision Audits

Track the number of internal decision audits conducted throughout ASH.

Initiative: Offer Opportunities for Employees at all levels to Impact Decision Making

Offer opportunities for employees at all levels to impact decision-making through participation in advisory councils and interdisciplinary working groups.

Activity: Collaborate with Employee Advisory Council and Program Office Employee Engagement Representatives

The Organizational Effectiveness Team collaborates with ASH's Employee Advisory Council (EAC) and Program Office Employee Engagement Representatives to develop recommendations that help maintain organizational strengths and address improvements.

Target: Employee Advisory Council and Employee Engagement Representatives Collaboration

On a quarterly basis, engage with ASH-1, ASH-2, Employee Advisory Council (EAC), and Employee Engagement Representatives to help inform, obtain input on workforce engagement resources, and implement activities.

Initiative: Expand Participation in Internal, Interagency, and Industry Working Groups

Expand ASH's participation in internal, interagency, and industry working groups on topics that require multidisciplinary response and would benefit from ASH input.

Activity: Continued Internal Financial Management and Workforce Services Stakeholder Engagement

AXM-100 will facilitate internal and external stakeholder partnership working sessions to ensure consistent awareness of the federal government's budget process and guidance, and ASH's implementation and execution.

Target: Financial Management and Workforce Services Stakeholder Engagement

AXM-100 and AXM-300 will conduct monthly internal and external stakeholder working group sessions to ensure consistent application and compliance with FAA and ASH financial management, Workforce guidance and systems.

Activity: Stakeholder Engagement and ASH SharePoint Portals

To help improve internal stakeholder engagement and visits to the ASH SharePoint Portal, AXM will facilitate demos to help the workforce gain a better understanding of available job resources.

Target: Stakeholder Engagement and ASH SharePoint Portals

By the end of the third quarter, AXM-1 will collaborate with AXM-400 to facilitate ASH SharePoint demos to help improve stakeholder access to ASH online resources.

Initiative: Conduct Regular Program Reviews to Improve Efficiency and Effectiveness

Conduct regular program reviews to improve efficiency and effectiveness.

Activity: Non-premium war risk insurance.

Effectively manage the Agency's non-premium war risk insurance program in support of the Department of Defense (DOD) contract carrier operations to ensure program efficacy and efficiency.

Target: Continuous Insurance Coverage

Ensure the average time to initiate payments on valid claims against non-premium insurance policies does not exceed 90 calendar days from the date of receipt of a complete Proof of Loss.

Activity: Quarterly Reporting

Quarterly reporting to AXI and ASH leadership identifying trends, policy suggestions, threats, vulnerabilities and mitigation recommendations for FAA.

Target: Cyber Investigations Maturity (Quarterly)

Enhance internal capabilities to identify, analyze, and manage the effectiveness of the Cyber Investigations program. Develop metrics that help to establish standards to assess the current effectiveness of the Cyber Investigations Program and identify any areas of future growth. Data statistics will be presented in a quarterly report that will be used to make data driven decisions appropriate for the program.

Target: Defensive Counterintelligence Quarterly Reporting

Quarterly reporting to AXI and ASH leadership identifying trends, policy suggestions, threats, vulnerabilities and mitigation recommendations for FAA personnel, facilities, equipment, systems, networks, operations and information from a Defensive Counterintelligence perspective.

Target: International Travel Security Quarterly Reporting

Quarterly reporting to AXI and ASH leadership identifying trends, policy suggestions, threats, vulnerabilities and mitigation recommendations for FAA international travelers, Government-furnished equipment, information systems/networks, operations, and information from an international travel security perspective.

Activity: ID Media Program Improvement

ASH will evaluate FAA identification media policy, guidance and processes to improve program performance and services provided to stakeholders.

Target: Review and Update NIST 800-79-2

Review, and update as necessary, PIV-issuance standard operating procedures as recommended by NIST 800-79-2, Guidelines for the Accreditation of Personal Identity Verification Card Issuers.

Target: NIST 800-79-2 Compliance

Perform a life-cycle walk-through of 20 percent of ASH PIV issuing offices to ensure compliance with NIST 800-79-2, Guidelines for the Accreditation of Personal Identity Verification Card Issuers.

Target: Registration Authority (RA) and Key Recovery (KR) Audit

The Federal Public Key Infrastructure (PKI) Policy Authority instituted a requirement for all Certificate Authorities (CAs) offering services under the Federal Policy for Shared Service Providers (SSP) to submit evidence of the annual Compliance Audit of the Registration Authority (RA) and Key Recovery (KR) function. Submit third-party audit report to our PKI provider, DigiCert, Inc.

Initiative: Improve Technology Capabilities and Governance

Assess current state technological capabilities, processes, and procedures, define future state needs, and identify critical use cases for improvements to technology capabilities or governance.

Activity: Cyber Analysis Virtual Environment

Maturity of cloud based investigation systems to identify, collect, preserve, analyze, and report digital evidence in support of collection of electronic discovery and internal investigation efforts.

Target: Cyber Analysis Virtual Environment Maturity

Conduct research, development, testing, and implementation activities in support of the maturity and modernization efforts of the Cyber Analysis Virtual Environment. Use technological advances to incorporate innovative solutions to operate more efficiently with minimal operational and financial risk

Initiative: Adopt Leading Practices for Virtual Work.

Adopt relevant leading practices for a virtual work environment, evaluate performance of existing systems in a virtual environment, and implement improvements to technology and processes to enable workforce success in a virtual environment.

Activity: Develop ASH Implementing Guidance

AXM develops implementing guidance in alignment with FAA corporate policy, to ensure consistent execution of directives, processes and practices across the ASH organization.

Target: ASH Implementing Guidance

Develop at least four ASH Implementing Guidance materials and coordinate review to ensure compliance with FAA policy and ASH requirements. Developed guidance topics include FIT/Spend Plans, LDR - Compliance and Background Processes, Remote Work, Alternate Work Schedule, Flexible Work Arrangement, and Official Duty Station.

Activity: Telework Guidance Implementation

Assist leadership with implementing ASH Telework Guidance.

Target: Virtual Work Environment – Telework Program Evaluation

Evaluate implementation of ASH Telework guidance six months after FAA's Phase 2 Reentry Plan

Activity: Improve program performance and services.

AXF will evaluate FAA facility and information security policy, guidance, and processes to improve program performance and services provided to stakeholders.

Target: Virtual Learning

In collaboration and coordination with AXM, develop strategies to transition existing classroom based Classified Information Security Manager course to a virtual learning environment.

Initiative: Explore Opportunities for more Effective Management of FAA's Facilities Footprint

Analyze ASH's current facilities footprint as part of the FAA's overall facilities strategy and explore opportunities to more effectively manage physical space, prioritizing efficiency and sustainability.

Activity: Business Services: Facility Relocation Assistance

Facilitate ASH non-prospectus moves to meet ASH needs or APM requirements.

Target: Office Changes

Coordinate office changes with APM to meet ASH needs. Provide ASH staffing and space requirements requested by APM in accordance with FAA Real Estate Portfolio Review. Coordinate closure of any ASH office(s) designated for closure by ASH executive management decision.

Initiative: Build and Maintain Risk Registers and Mitigation Plans for Organizational Risk

Build and maintain risk registers and mitigation plans to baseline and track operational, reputational, and financial risks to ASH.

Activity: Business Services: Personal Property Management Facilitation

Facilitate personal property management for ASH.

Target: Support APM Automated Property Transfers

Coordinate changes to ASH property custodians, delegates and asset management cost centers to facilitate APM initiative to automate property transfer.

Activity: Business Services: Program Support Services

Ensure that a new contract is established to obtain ASH program support services.

Target: Re-compete ASH Program Support Services Contract

Obtain necessary agency approvals to establish a new contract to obtain ASH program support services. Work with ACQ to complete required solicitation and source selection actions.

Activity: Security Applications Support: Security Compliance

ASH will provide a secure hosting platform for AXM systems.

Target: Certification and Authorization Process

Ensure AXM systems complete the Certification and Authorization process.

Target: PII Data

Remediate all PII data found during scan within 30 days of discovery or notification.

Initiative: Develop Activities that Result in Cost and Time Savings

Develop new, and expand on existing, activities that result in cost- and time-savings by leveraging shared services or re-configuring workload with trusted partners.

Activity: TSA PreCheck Enrollment Expansion

Dependent on TSA approval and cooperation, AXP will expand the FAA-TSA PreCheck Memorandum of Agreement (MOA) to FAA federal employees at the Top Secret and Secret levels.

Target: Draft and Finalize New Memorandum of Agreement (MOA)

Produce draft MOA with TSA by Dec 1, 2021
Produce Final draft of MOA ready for signature by April 1, 2022

Activity: Vendor Applicant Portal (VAP) Overhaul

Co-Lead with AXM the efforts to update the Vendor Applicant Portal to align with new personnel security processes.

Target: Vendor Applicant Portal (VAP) Project Plan

1. Roll out communication and training to the VAP community. 2. Develop a training manual for new VAP system. 3. Vendor Training - Host a minimum of 3 training/education webinars to three contract companies (vendors).

Activity: Validate and Update Trusted Agent List

Validate and update Trusted Agent list on a monthly basis.

Target: Trusted Agent

Reporting averages monthly, achieve for the entire FY: Update the trusted agent list on a monthly basis.

Initiative: Update Business Process and Program Performance Plans to Promote Efficiency

Update business Process and Program Performance Plans to promote gains in efficiency, or metrics that increase quantity of outputs without sacrificing quality or timeliness.

Initiative: Distribute Strategic Messaging to the ASH workforce.

Distribute strategic messaging, tailored communications, and refreshed internal informational materials promoting clear line of sight to mission impact and collaboration across Program Offices.

Activity: Draft, Coordinate, and Facilitate ASH-Wide Communications and Activities

ASH's Organizational Effectiveness Team collaborates with ASH Senior Leadership to develop and coordinate communications that help employees connect leadership decisions and direction with the organization's mission.

Target: Strategic Communication Alignment and Messaging

Collaborate with ASH Senior Management Team to draft consistent communications that align with strategic messaging (i.e. videos, scripts, emails, etc.).

Target: ASH All Hands Meetings

Collaborate with ASH Program Offices to facilitate quarterly All-Hands meetings.

Target: Reflections on Leadership Articles

Collaborate with ASH Program Offices and FAA's Office of Communications to publish quarterly Reflections on Leadership articles that feature ASH leaders on FAA wide intranet.

Target: Quarterly Informational Videos

Collaborate with FAA Executives to publish quarterly ASH-1/2 and/or "LOB in Three" (Three minute videos to help inform workforce regarding ASH updates or safety and security activities that support the National Airspace System (NAS).

Activity: Facilitate Employee Engagement

ASH's Organizational Effectiveness Team is the tactical bridge between ASH's technical Programs' delivery that works across ASH with senior leadership, management, and employees to recommend and integrate strategies that maximize individual and team engagement. This is done by implementing and measuring progress through OPM's annual FedView survey and internal surveys of engagement activities and/or deliverables.

Target: Quarterly Engagement Activities

Implement quarterly activities (i.e. ASH Veterans Day Pictorial, Employee Spotlight, Pet Photo Contest, Functional Perspectives and ASH News Feed) to help improve employee engagement within ASH.

Target: FedView Action Plan

Monitor ASH FedView Action Plan on quarterly basis to ensure actions are completed by end of fiscal year.

Target: FedView Communication Plan

Implement FedView communication plan to help meet or exceed DOT's and FAA's established goals.

Activity: Conduct Employee Outreach Data Analysis

ASH's Organizational Effectiveness Team conducts surveys to help assess the organizational environment and identify recommendations and strategies to continue to improve engagement.

Target: Employee Outreach Data Management Analysis

Utilize evaluation tools (i.e. surveys, focus groups, interviews, etc.) to help measure employee engagement progress.

Target: AXM SharePoint

Analyze monthly SharePoint analytics to help measure employee engagement and identify improvement areas.

Initiative: Promote Implementation of Innovative Technologies

Promote implementation of innovative technologies, such as machine learning and robotic process automation, and expand support for existing technology assisted programs (E Discovery, remote inspections, etc.) that create efficiencies for the ASH workforce.

Activity: e-Discovery Program Support

The Office of Investigations Electronic Discovery (AXI e-Discovery) supports the FAA and DOT in their discovery requests through repeatable and defensible processes. The ability to preserve, collect, process, and present electronically stored information (ESI) in a review platform plays a critical role in helping to reduce the backlog of, and support continued requests for, FOIA, litigation, and other requests for documents. Support of special requests such as the Boeing 737 Max Congressional requests from 2019 and 2021 will continue to be provided to AFN and AGC. AXI e-Discovery will provide e-Discovery support to FAA and DOT through the use of repeatable and defensible document collection processes and grow an e-Discovery program that can service the discovery requirements of ESI.

Target: Draft e-Discovery Program Documentation

Develop program and governing documentation that can service the discovery requirements of ESI.

Target: e-Discovery Requests

Respond to e-Discovery requests requiring collection from all sources based upon established guidelines. This includes requests to collect, process, cull, analyze, and produce e-Discovery matters assigned to AXI-400. Develop a method for calculating cost estimates for all e-Discovery requests. Case updates and data statistics will be presented in a quarterly report that will be used to make data driven decisions appropriate for the program.

Activity: Investigative Detection and Response

Improve investigative efficiency and enhance security on endpoints by intelligently monitor, detect, investigate, and respond to threats wherever they originate, internal or external to the FAA enterprise. Protect and enhance the resilience of the FAA's cyber infrastructure by reducing the risk of damaging compromises to FAA systems by internal and external threats. Develop an investigative detection and response capability to intelligently monitor, detect, and respond to threats to the FAA enterprise.

Target: Investigative Detection and Response Development

Develop and implement a plan to enhance security on endpoints to monitor, detect, investigate, and respond to threats.

Activity: Security Solutions Development: Security Solutions

Develop new security solutions or enhance existing solutions to meet new or changed business needs of ASH program offices.

Target: Security Solution Deployment

Deploy security solutions to meet ASH program office business requirements.

Target: Data Management

Develop and deploy operational activity dashboards to support decision making by ASH program offices and Senior Management Team.

Target: Update ASH Web content

Validate and update ASH web content on FAA.gov and My.FAA.gov in conjunction with AOC and ASH program offices.

Activity: Security Solutions Development: Automate Testing

Implement comprehensive system testing based on the automation of continuous application and hosting test scripts.

Target: Functional Testing

Automate functional testing using Selenium (or similar products) for six (6) AXM web applications.

Activity: Security Applications Support: Mission Support

Coordinate deployment and delivery of key systems and/or services to support ASH mission and programs.

Target: Cloud Transition

Work with FAA Cloud Services Program Office, Cloud vendor and ASH program office(s) to implement Phase 3 of AXM Cloud Deployment Plan.

Target: Modernize the ASH's Conference Room Video Communications Platform

Coordinate upgrade of video communications in ASH conference rooms nation-wide using FAA enterprise video service solutions in conjunction with AIT and FAVES.

Target: Upgrade fingerprints transmission system

Upgrade fingerprints transmission system used in ASH ID Media centers in conjunction with support from AXP and Defense Counterintelligence and Security Agency (DCSA).